

III.

THE “*WHERE DO WE WANT TO BE?*” PART OF THE PROCESS

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Note: A check mark U before a planning component means that it is a required element of the agency’s annual budget submission. Instructions for reporting are provided in the annual Budget Instructions produced by the Department of Budget and Management.

A. VISION

VISION: A brief and compelling description of the preferred, ideal future.

The agency vision is to be included in the annual budget submission.

Creating a vision can help State agencies redefine how services are provided and prepare the organization to meet the demands of the future. It is a critical ingredient for positive change.

1. Characteristics of a Vision

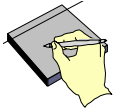
A good vision statement is:

- a global, continual purpose for the organization;
- not bound by time and not quantified;
- about greatness - it inspires and challenges;
- idealistic - the ultimate standard toward which progress is measured;
- brief and memorable;
- descriptive of future service levels; and
- appealing to all stakeholders.

Its structure is less important than its effect on the values and behaviors of every member of the organization.

Vision, when integrated with mission and guiding principles, comprises the "organizational identity" of an agency - its "uniqueness." Linking vision, mission and guiding principles creates a powerful synergy. Together, they define a desired future, the accomplishments needed to get there and the principles that will guide future choices. Each is important. If an organization has developed a "vision of excellence" as part of its quality initiative, it should be linked with the results-oriented vision, mission and guiding principles.

Visions are created at the agency-wide level. Although they are seldom created at the program level, some programs create their own visions which are consistent with the agency-wide vision.



NOTE

Acknowledging, articulating, and sharing the organizational identity is a un process. In state government, it may be easy for management and staff of a par program to have a pretty good idea of what their identity is, but they may never take the time to think about what the vision, mission, and principles might be whole agency. Planning provides an opportunity for everyone to sit dow disciplined and thoughtful manner to look at the total picture together.

Examples of vision statements are as follows:

EXAMPLE	A Department of Administration
	<ul style="list-style-type: none">▶ ... Of paramount importance is caring about our employees and satisfying our customers.▶ ... The department of administration is a place where people want to work.▶ ... A place where people come to do business.
	<ul style="list-style-type: none">▶ ... Provides innovative ways to foster positive change.
	A Governor's Office for Excellence
	<ul style="list-style-type: none">▶ ... We are a catalyst for excellence.▶ ... We will be instrumental in instilling a culture in government committed to quality, excellence and continuous improvement. We will be recognized and emulated as a model of success.▶ ... Continuous improvement is a way of life.

Agency examples of selected *Managing for Results* elements which have been discussed to this point are shown on **Exhibit 5**.

Exhibit 5

Hypothetical Examples of Missions and Visions

ELEMENTS	HIGHWAY MAINTENANCE OPERATION	HEALTH BENEFITS DIVISION	WATER MANAGEMENT ADMINISTRATION
Mission	To provide a state highway system that provides people and goods with a safe, convenient, efficient, and pleasant roadway system on which to travel	To provide cost-effective health benefits that meet the reasonable needs of state employees for health care	To improve and maintain the quality of the state's water resources to a level that supports a balanced population of aquatic resources; protects public health; and sustains a strong statewide economy
Vision	A state which provides citizens with an excellent highway system	A state in which all state employees are provided with high quality, cost-effective health benefits and customer services	A state in which the ground and surface waters support a high quality of life for all citizens and living resources
Goal			
Objective			
Strategy			
Performance Measures:			
Input			
Output			
Efficiency			
Outcome			
Quality			

2. HOW TO Craft the Vision

Great visions are conceived through partnership between top management and all levels of the organization - in other words, those who will be implementing the vision. By sharing the vision, management establishes mutual ownership and commitment to the overall vision with employees at all levels.

The following questions should be considered in crafting a vision:

- What are our aspirations? What do we desire to accomplish? What principal opportunities do we want to pursue?
- How do we wish to be known by our customers, members and our community?
- How will our organization enhance the quality of life for those who use our services/products?
- What will our organization look like in the future? What is our ideal future?

After you have written your vision statement, check it by using the **Checklist for Vision Statements (Checklist 3)** on the next page. Revise your vision statement as necessary.

The next step in the “*Where do we want to be?*” process is the development of **goals** that support the mission and vision.

Checklist 3

Checklist for Vision Statements

Vision: A brief and compelling description of the preferred, ideal future, including the conditions and quality of life.

Indicate if the vision statement meets the criteria of the checklist. If the response to the Test Question is Yes, place a "Y" in the box; if the response is No, place a "N" in the box, and revise your vision statement as necessary.

CHECKLIST FOR VISION STATEMENTS		
Test Question	YES	NO
Does the vision statement provide a clear picture of the organization's ideal future?		
Is the vision statement inspiring and challenging?		
Is the vision statement brief enough to be remembered?		
Will achievement of the mission help make the vision a reality?		

B. GOALS

GOALS: The general ends toward which an organization directs its efforts. Goals clarify the mission and vision, provide direction, but do not state how to get there.

UKey agency goals are to be included in the annual budget submission. Also report program goals if they are different from agency goals.

Goals are broad statements that describe desired outcomes. Goals more clearly define the direction set by the mission and vision, and therefore provide a framework for more detailed levels of planning. Without goals, organizations do not clearly know where they are going. Goals are set at both the agency-wide and program levels. Program goals must be consistent with the agency-wide mission, vision, guiding principles, and goals. Depending on the size and structure of the agency, program goals may be the same as the agency-wide goals.

Goals stretch and challenge an organization, but are realistic and achievable. The goals fulfill or help to fulfill the vision and carry out the mission.



KEY POINT

Agency goals represent strategic direction for the organization as a whole. In contrast, program goals address improvements associated with the most important customer needs, products, and services. Program goals are aligned with the agency goals. In some instances - particularly in smaller agencies - program goals will be identical to agency goals.

1. Criteria for Goals

- Goals support and clarify the agency mission and vision, and program missions by defining and elaborating on the general, broad concepts contained in them.
- Goals address priorities and the results of the internal/external assessment, and may be developed in response to strategic issues.
- Goals represent a desired program result, and lead to development of objectives, performance targets, and performance measures.

- Goals chart a clear direction for the agency and programs, but do not determine specific ways to get there. Objectives, strategies, and actions plans do that.
- Goals are general and not quantified, and do not express specific targets for achievement. Objectives express the specific achievement targets. By achieving the objectives which support the goals, you can be fairly sure that you have achieved your goals.
- Each goal addresses a single priority, whereas objectives can address more than one priority.
- Goals tend to remain essentially unchanged until a shift in the environment under which they were created occurs. Focus and priorities may change over time, which should then be reflected in new goals.



**KEY
POINT**

Each program must have at least one goal, yet the number of goals should be limited to a manageable number. In some agencies, the agency and program goals will be the same. Since objectives and performance measures will be developed for each goal, the number of goals has a cascading effect on the amount of information that must be tracked and managed. So, concentrate on agency priorities when developing goals.

Examples of goals are on the following page.

Poorly Written Goals

- ▶ To provide good roads.
(program goal for a Highway Maintenance Operation; too general, does not clarify the mission)
- ▶ To continue to serve our customers.
(program goal for a Health Benefits Division; not challenging, does not sufficiently clarify the mission)
- ▶ To reduce by 15% the amount of contaminants in drinking water by the year 2000.
(program goal for a Water Management Administration; time bound and too specific - more appropriate as an objective)
- ▶ To research available rental units.
(program goal of a Commission For The Blind; unclear purpose, may be more appropriate as part of a strategy or action plan)

Well Written Goals

- ▶ To provide road surfaces that ensure a smooth and comfortable ride for people and goods traveling in the state by automobile.
(program goal for a Highway Maintenance Operation)
- ▶ To provide health benefit plans that are affordable to both our members and state agencies.
(program goal for a Health Benefits Division)
- ▶ To ensure safe drinking water quality for all citizens of our state and those served by public water supply systems.
(program goal for a Water Management Administration)
- ▶ To assist citizens who are blind to live as independently as possible consistent with their capabilities.
(program goal of a Commission For The Blind)
- ▶ To assist blind or visually impaired citizens to secure or maintain employment in careers consistent with their skills, abilities, and interests.

Agency examples of selected *Managing for Results* elements which have been discussed to this point are shown in **Exhibit 6**.

Exhibit 6

Hypothetical Examples of Missions, Visions, and Goals

HIGHWAY MAINTENANCE	HEALTH BENEFITS DIVISION	WATER MANAGEMENT ADMINISTRATION
ELEMENTS	OPERATION	
Mission	provide a state highway system that provides cost-effective health benefits that improve and maintain the quality of the state's water resources to a level that supports a balanced population of aquatic resources; protects public health; and sustains a strong statewide economy	
Vision	which provides citizens with an excellent highway system	all state employees are provided with high quality, cost-effective health benefits and customer services
Goal	provide road surfaces that ensure To provide health benefit plans that are affordable to safe drinking water quality for all citizens of our state and those served by public water supply systems	
Objective		
Strategy		
Performance Measures:		
Input		
Output		
Efficiency		

Outcome			
Quality			

2. HOW TO Set Goals

Goal-setting identifies the general changes or results that must be achieved over the long term in order to fulfill an agency's vision and carry out the mission. Setting goals enables an agency to establish the overall direction and the course for programs.

For the agency that has never gone through a planning process, goal-setting should be a joint effort of the agency head, key staff and representatives from program or service areas. Each agency will determine the participants of this planning group, but it should be small enough to facilitate effective problem-solving. The agency head's assertive leadership is essential to ensure that the goals will fulfill or help to fulfill the agency's mission.

The following eight steps will assist in developing or revising agency and program goals:

I Explain the process

Establish the importance of the process. Review and discuss the goal-setting process, its place in the overall planning process, identify participants, define terminology, establish time frames and clarify expectations.

II Review internal and external assessment data

Prior to beginning the actual goal-setting exercise, background information should be distributed and reviewed by the participants. Compilation and distribution of this information will set the stage for formulating goals. (Refer to the section on Internal/External Assessment for more information.)

The following information from the internal/external assessment should be considered when developing or refining goals:

- Customer/Stakeholder Analysis
- Strengths and Weaknesses
- Opportunities and Threats
- Planning Assumptions
- Strategic Issues

III Set direction to achieve desired results

Based on the results of the internal/external assessment, determine if the agency is headed in the right direction, or if minor or major changes will be necessary. By asking questions like the following, the course can be set:

- If we continue in the same direction, will we be able to address the issues or problems that have been identified?
- If we continue in the same direction, will our strengths continue to be strengths?
- If we continue in the same direction, will we be able to meet the needs of our external and internal customers? Will we be able to improve our service to our customers?
- What are the critical success factors for fulfilling the vision and achieving the mission? What will have to change considering the agency culture, required knowledge, current technology and processes?
- Where are there gaps between where we are and where we need and want to be in order to fulfill the vision and achieve the mission?
- Do we need to change current programs and/or activities? Are there some that should be added? eliminated? expanded? How much expansion do we need, want, or can we handle?
- What lines of communication, coordination, and cooperation should be developed within our programs or activities? between our programs? with other State and/or local government agencies? with other organizations?

Ñ **Draft and refine goals**

- Based on the internal/external assessment and the discussion on direction, review goals developed previously and develop proposed goal statements for the planning cycle. **Make sure that you collaborate with other State and local agencies where there are relationships between agencies and programs.** For example, agencies with shared goals such as environmental, agricultural, and natural resources should collaborate in developing goals.



KEY
POINT

When writing goals, clarify the mission by identifying the broadly stated, key concepts in the mission statement. **These key concepts should include the most important customer needs, products and services.**

- If it is not obvious who the intended recipient is or who will benefit in the goal statement, add language to clarify.
- Determine if the goals are feasible. Consider the factors or conditions that will facilitate or hinder goal achievement. Revise goal statements as necessary.
- Check to see if you have too many goals. Review all goals and determine if related or duplicated goals can be combined and/or eliminated. Eliminate goals that do not address agency priorities or are not key to fulfilling the mission.
- **As a final check, determine whether or not the proposed goals meet the criteria for goals.** If a goal can be accomplished in less than three years, it is probably an objective. Use the **Checklist for Goals (Checklist 4)** found on the next page. Revise goal statements as necessary.

Checklist 4

Checklist for Goal Statements

Goal: The general end toward which an organization directs its efforts. Goals clarify the mission, provide direction, but do not state how to get there.

For each program, indicate if the goal statements meet the criteria of the Checklist. Complete one column for each goal statement under a particular program. If the response to the Test Question is Yes, place a "Y" in the box; if the response is No, place a "N" in the box, and revise your goal statements as necessary.

CHECKLIST FOR GOAL STATEMENTS					
Agency Name: Budget Unit Name:	Program Name & #				
	Goal #				
Test Question	#1	#2	#3	#4	#5
Does the goal support the mission?					
Is it consistent with your legislative authority?					
Does the goal deal with just one issue?					
Does the goal represent a desired <i>result</i> that can be measured?					
Does the goal reflect a <i>primary</i> activity or <i>strategic</i> direction?					
Is the goal challenging, but still realistic and achievable?					
Does the goal encompass a relatively long period, i.e., generally at least three years?					
Is there at least one key goal for each program, but not more than you can reasonably manage?					
Is the goal important to management?					
Is the goal important to policy-makers and customers?					

When taken collectively, will your goals reflect most of your program budget?					
Will someone unfamiliar with the program understand what the goal means?					

0 Get consensus

Reach consensus among all participants on the goal statements and be committed to the completion of the goals.

0 Number goal statements

Number goal statements to make tracking easier (see the section on **How to Organize an Action Plan** for further information on numbering goals).

0 Establish priorities in achieving goals

Priority ranking of goals is important because it helps set priorities for allocation of resources and provides a framework for implementing, tracking, and evaluating performance and progress.

0 Select goals to include in the annual budget submissions

- Review all the goals developed for the agency and for each program.
- Select those key goals that represent the most important activities and customer needs.
- Consider what would be most informative to a policy maker, customer, or stakeholder. For example, a strategic goal might be "to improve internal communications." While this management goal might be important for an organization's internal operations, it might not be reported on external documents.

Now that the goals are developed, the next step in the “**Where do We Want to Be?**” process is the development of **objectives** which support the goals. Objectives are more specific, quantified

and time-bound than the goals they support. The next section will introduce the criteria for developing objectives.

C. OBJECTIVES

OBJECTIVES: Specific and measurable targets for accomplishment of a goal.

UKey program objectives are to be included in the annual budget submission.

Objectives complete the "*Where do we want to be?*" part of the planning process. In contrast to the broad, general statements of goals, objective statements are specific - they quantify and specify time frames for a desired result. As such, objectives represent milestones or intermediate achievements necessary to realize goals.

Objectives are developed at the program level as opposed to the agency-wide level. The program objectives must support both the agency-wide and program goals.

1. Criteria for Objectives

Good objectives are SMART. That is, they are:

- Specific:**

Objectives should specify the results that you want, but not how to accomplish them. All objectives should lead to specific strategies or actions. An objective should be detailed, understandable, and give clear direction to others.
- Measurable:**

An objective must be measurable so that you can determine when it has been achieved. Measurement helps track progress and is useful in evaluating the accomplishments of a program. Accountability should be built into the planning process.
- Caution:***

A method for measuring an objective must be in place before work actually begins. Objectives and performance measures are interactive. (Refer to the section on Performance Measures for more information).

- Attainable:** Objectives are standards for achievement. Therefore, they should challenge, but not demand the impossible. Objectives should be realistic and attainable. For example, it would be reasonable to reduce highway accidents but not to eliminate them. Objectives also should be consistent with resources available.
- Result-oriented:** Objectives should specify a result or outcome, not just an activity. An example of a result would be "Respond to 75 percent of all correspondence within thirty days with an annual average response of 21 days or fewer". An example of an activity would be "To increase service to the public through improved correspondence content and turnaround".
- Time-bound:** A time frame should be specified for meeting objectives. Each objective should be attainable within a relatively short time period from a few weeks to a few years. Objectives are, after all, milestones on the way to accomplishing long-range goals.

Examples of objectives are on the following page.

Poorly Written Objectives

- ▶ To improve highways by the year 2000.
(objective for a Highway Maintenance Operation; not specific or measurable)
- ▶ To eliminate highway deaths.
(objective for a Highway Maintenance Operation; too broad, not realistic)
- ▶ To limit cost of health benefits.
(objective for a Health Benefits Division; not specific, measurable or time-bound)
- ▶ To provide every state resident with drinking water that contains no more than a defined level of contaminants per gallon.
(objective for a Water Management Administration; not specifically quantified, not time bound)

“SMART” Objectives

- ▶ By the year 2000, 80% of highways will be in excellent condition.
(objective for a Highway Maintenance Operation)
- ▶ By 1999, limit the average rate of cost increase to the rate of increase of our state’s regional health care cost index, or less.
(objective for a Health Benefits Division)
- ▶ By 1999, ensure a compliance rate of 99% for all contaminants for the population served by public water systems.
(objective for a Water Management Administration)

Agency examples of selected ***Managing for Results*** elements which have been discussed to this point are shown in **Exhibit 7**.

Exhibit 7

Hypothetical Examples of Missions, Visions, Goals, and Objectives

HIGHWAY MAINTENANCE		HEALTH BENEFITS DIVISION		WATER MANAGEMENT	
ELEMENTS	OPERATION				ADMINISTRATION
Mission	To provide a state highway system that provides people and goods with a safe, convenient, efficient, and pleasant roadway system on which to travel	To provide cost-effective health benefits that meet the reasonable needs of state employees for health care	To protect and maintain the quality of the state's water resources to a level that supports a balanced population of aquatic resources; protects public health; and sustains a strong statewide economy		
Vision	to provide citizens with an excellent highway system	in which all state employees are provided with high quality, cost-effective health benefits and customer services	to ensure that the ground and surface waters support a high quality of life for all citizens and living resources		
Goal	provide road surfaces that ensure a comfortable ride for people and goods traveling in the state by automobile	To provide health benefit plans that are affordable to both our members and state agencies	to ensure safe drinking water quality for all citizens of our state and those served by public water supply systems		
Objective	By the year 2000, eighty percent (80%) of the highways will be in excellent condition	By 1999, to limit the average rate of cost increase of our state's regional health care cost index, or less	By 1999, to ensure a compliance rate of 99% for all contaminants for the population served by public water systems		
Strategy					
Performance Measures:					
Input					
Output					
Efficiency					
Outcome					
Quality					

2. HOW TO Formulate Objectives

The art of setting objectives is to create a challenging but achievable target. This results in organizational improvement, and builds employee pride and confidence.

There are seven steps in formulating and revising objectives:

1. Review the mission, vision, and goals to ensure that:

- the mission and vision are clear;
- the customers and stakeholders have been identified; and
- the intent of the goals is understood.

2. Clarify your goals.

In a manner similar to how you clarify your mission and vision through goals, goals are clarified through objectives. Key concepts from the goals are expressed as desired results in the objective statements.

Break down the goals in terms of measurable results/outcomes, not in terms of processes. Objectives which are stated in terms of positive outcomes imply action rather than reaction.



NOTE

Make note of processes that you discuss while developing your objectives, and keep them for later reference when putting together strategies and action plans.

One objective can address more than one goal and/or more than one key concept from the goal. **Objectives should address the most important customer needs as expressed in the goals.**

Remember, objectives are **SMART**!

D Determine the baseline performance level

Before you can specify a measurable, time-bound result in the form of an objective, it is necessary to determine the current status of program performance. This is setting your baseline. In other words, you need to quantify what the present level of performance is. **This quantified level of performance gives a point of reference - a baseline - against which future results are planned and evaluated.**

A baseline is established with data collected at the beginning of an improvement process so that it can be compared with future data to measure progress and improvement. If historical data is available, it can be used to determine the baseline. The baseline is usually derived from the most recent one year period, or a shorter time frame if data is unavailable. If no data is available, sometimes industry averages can be used. Otherwise, data will need to be collected to establish the initial baseline.

For example, if you work in a Water and Wastewater Treatment Administration and know from historical data that only 70% of replacement and/or upgrades to the current infrastructure are completed, it would be unrealistic to define an objective which plans to complete 100% of replacement and/or upgrades within the next 12 months. That would be impossible within current financial and human resources. **Only by knowing the current status of program performance, can you realistically quantify plans for improvement.**

N Use benchmarking to establish performance targets

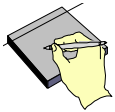
Benchmarking has its roots in the private sector, but clearly offers real benefits for public management. In fact, governments have historically compared various aspects of their operations with other State programs, other governmental agencies, and private enterprise. Integrated into results-based planning efforts, benchmarking can provide reference points that illuminate and validate proposed objectives, strategies, and action plans.

One of the basic challenges to implementing benchmarking in the public sector is that not everyone defines benchmark in the same way. **To bring consistency to the benchmarking efforts of Maryland agencies, the “*Managing for Results*” initiative defines benchmark as follows:**

Benchmark: A standard or target by which an organization measures its performance. Benchmarking is the process by which an organization rates its practices, processes, and products against the defined performance targets and strives to meet the targets.

The foundation for benchmarking was established during the internal/external assessment. Agencies may use “best practices” of other State agencies, other states, the private sector, or its own past performance, to help establish desired performance targets. Statutory requirements or professional, national, or accreditation standards also can be the basis for benchmarks.

The agency must identify the specific process(es) for benchmarking, and the Maryland agencies, other state agencies, and/or private sector businesses which they wish to use as a “benchmarking partner(s).”



NOTE

A combination of phone interviews, questionnaires, document review, and site visits are the usual means for gathering information about your “benchmarking partner.” If an agency chooses to use external organizations in its benchmarking, it is wise to spend some time becoming familiar with internal processes before focusing on the outside organization which your agency has chosen to “benchmark”. This is necessary in order to develop a clear sense of your external information needs. You will have gained substantial knowledge about your organization through your internal assessment.

After comparing your agency’s baseline performance status and the data discovered in the benchmarking process for a particular program or service (where available), managers and staff know how far the organization must go to achieve the desired or ultimate level of performance which is called the performance target. The difference or “gap” between the performance target and actual program performance represents room for improvement.

Once you have determined the baseline performance levels, and made the comparison with the performance target which resulted from benchmarking, you can decide on how much change you want and how much you can handle. Benchmarking offers an organization a chance to aim for the top and to provide ideas on what it needs to do to get there.

When defining your performance targets, you should consider:

- What variables or factors may influence the result?
- What specific levels of achievement or solutions are already mandated by external elements (such as Federal or State legislation or court order)?

- Whether the proposed results are consistent with gubernatorial, legislative, and organization policies, guiding principles, and priorities?

The Performance Targets should:

- represent realistic expectations of changes that can be made;
- be developed by those who will be held accountable, ideally with input from customers and stakeholders;
- enhance productivity;
- be adjusted based on experience; and
- enhance morale, not demoralize program workers.

Performance targets also should include what the organization has to do, how much it has to do, and when it has to do it, which can be determined through process analysis.



**KEY
POINT**

A key to successful benchmarking is the identification of factors that account for the superior performance of the organizations/programs being studied. The focus then shifts to determining appropriate performance targets, keeping in mind the differences in organizational cultures and operations. This requires creative adaptation rather than simple substitution of one procedure for another.

0 Set a time frame for achieving results.

It is important to decide how much realistically can be accomplished within the planning period with current financial and human resources. Consider the following questions:

- How critical is immediate action? What are the opportunities to act now versus later? What are the consequences of action now versus later?
- Are specific time frames or deadlines already mandated by external elements (such as Federal guidelines or mandates, court orders or consent decrees, State statute or constitutional provision)?

Establish milestones. Milestones are points along the way that indicate progress towards achieving a goal. The incremental steps toward achieving the goal each year become the annual performance targets. By definition, the performance target for an objective is specified within the objective statement (objectives are quantified and time bound).

0 **Put the objective into words and check against the criteria for objectives.** Now is the time to check your objectives against the following **Checklist for Objectives (Checklist 5)**.

0 **Rethinking objectives**

Rethink objectives periodically. Ensure that they are **SMART**. Be sure that the performance target is realistic yet challenging. If over time it becomes apparent that an objective is too ambitious, reset and make it realistic. This does not mean, however, that performance targets should automatically be scaled back to make your job easier. Find the balance between discouraging and killing initiative, and building employee pride and confidence. Conversely, if a target has been set too low, stretch the target some more.

Now that you know where you want to be, the next step in the planning process is determining “***How do we get there?***” The next section will introduce **strategies**, and the criteria for developing strategies and action plans to support the goals and objectives.

Checklist 5

Checklist for Smart Objectives

Objectives: Specific and measurable targets toward accomplishment of a goal.

For each goal, indicate if the supporting objectives meet the criteria of the check list. Complete one column for each objective under a particular goal. If the response to the Test Question is Yes, place a "Y" in the box; if the response is No, place a "N" in the box, and revise your objectives as needed.

CHECKLIST FOR SMART OBJECTIVES							
Goal #:	Program Name & #:						
	Objective Number:						
Test Question	#1	#2	#3	#4	#5		
Does the objective reflect <u>specific accomplishments that are desired</u> ?							
Can progress towards completion of an objective be <u>measured</u> ?							
Is the objective aggressive and challenging, yet realistic and <u>attainable</u> within the planning period and available resources?							
Does the objective specify a <u>result</u> rather than an activity or process?							
Is there a specific <u>time frame</u> for completion of the objective?							
Have you identified who will be accountable for meeting the objective?							
Will completion of the objective lead to goal attainment?							
Is there at least one objective for each stated goal or set of goals?							
Will someone unfamiliar with the budget unit or program understand what the objective means?							